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DIRECTOR OF CENTRAL INTELLIGENCE  
Human Resources Committee

FOCUS

16 August 1978

Introduction

(U) FOCUS is an interagency program which reviews the reporting by human resource elements of the Intelligence Community and other Departments and Agencies affiliated with U.S. Diplomatic Missions abroad. The FOCUS Review Program is conducted by the Director of Central Intelligence Human Resources Committee. The FOCUS Reviews are designed to help enhance the effective management, coordination, and utilization of reporting programs in the field and at the Washington level. The program (a) assesses the adequacy, timeliness, and responsiveness to national intelligence needs in support of national policy goals of the reporting from selected U.S. Missions abroad; and (b) provides Chiefs of Mission with timely, concise, and agreed-to statements of priority national intelligence needs.

(C) FOCUS Reviews are carried out in close cooperation with responsible policy officers of the Departments of State, Defense, and Treasury, and the National Security Council Staff. The views of the Chief of Mission concerned about reporting problems and opportunities are solicited in advance of the review and carefully taken into account when received.

(C) FOCUS Reviews contain four sections:

Part I, U.S. Policy Goals and Issues, is a brief statement by the Department of State of key policy goals and issues in U.S. relations with the subject country which is based upon the most recent interagency policy paper for the country concerned. Part I provides the overall framework and specific issues-oriented terms of reference for the entire FOCUS Review. Part I, together with Part II, provides the parameters for the Statement of Priority National Intelligence Needs contained in Part III.

Part II, the Reporting Assessment, assesses Mission reporting for its quality, timeliness, and responsiveness to national intelligence in support of U.S. policy goals and issues. The Reporting Assessment is written by the National Intelligence Officer concerned on the basis of an interagency seminar in which policy officers and intelligence analysts participate. For those aspects of the Assessment in which a consensus is not reached, provision is made for dissenting views to be recorded.

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Part III, the Statement of Priority National Intelligence Needs, flows directly from the Reporting Assessment (Part II) and is developed against the background of U.S. policy objectives and issues (Part I). It is an interagency consensus statement prepared by the Human Resources Committee in close consultation with the National Intelligence Officer. Additional supporting guidance may be sent to the field through Departmental and Agency channels if required.

Part IV, the Action Review, addresses coordination and management problems and opportunities identified during the course of the review. It summarizes action being taken and presents recommendations for further Departmental and Agency action in response to these issues. The Action Review is an interagency consensus statement; if there are dissenting views they will be included.

(C) The FOCUS Review when completed is reviewed by the Director of Central Intelligence, who transmits the report to the Chief of Mission through State Department channels. Copies of the FOCUS Review are also sent to the National Foreign Intelligence Board for information to the Office of the Inspector General, Department of State, and to member agencies of the Intelligence Community.

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